

## ***Introduction: Purpose, Policy and Headquarters***



***“It is my great and constant hope that the Marine Corps will produce some outstanding citizens for the country. Such people are somewhere, and they may as well be in our classes as anywhere else. I do not want such a person to be hammered down by narrowness and dogmas: to have his mind cramped by compulsory details. It is my constant ambition to see the Marine officers filled with ambition, initiative, and originality; and they can get these attributes only by liberality of thought - broad thought - thought that differs from precedent and the compulsory imprint of others.”***

***Major General J.C. Breckinridge  
Commander of Marine Corps Schools  
1938***

# **Institutional Purpose**

The Marine Corps established its formal schools at Quantico, Virginia, early in the twentieth century in response to a recognized need to institutionalize professional education and intellectual development among military leaders.

The formal establishment of the Marine Corps University in 1989 ensures the enhancement of both knowledge-based skills and meaningful assessment of student outcomes from first level Staff Noncommissioned Officers Academy through graduate level Command and Staff College and Marine Corps War College education programs.

The opening of the Marine Corps University Research Center in 1993 and the establishment of the College of Continuing Education in 1997 provided the Marine Corps with an integrated world-wide Professional Military Education network capability and extended the Marine Corps University's distance education outreach

The Marine Corps University develops the professional competence of its Marine, other service, international and civilian students who attend its eight component schools.

As the Marine Corps proponent of professional military education, the University focuses on the leadership, warfighting and staff development skills of the nation's military forces through resident and distance learning programs.

Graduates of its colleges and schools are prepared to perform with increased effectiveness in service, joint and multi-national environments at the tactical, operational and strategic levels of war, as well as in crises ranging from humanitarian assistance to combat.

This education is accomplished through appropriate curricula using lectures, seminars, symposia, case studies, practical exercises and independent study led by competent academic and professional faculty augmented by distinguished visiting scholars and senior government officials. Recognizing that this purpose requires a set of goals to continuously focus our endeavor, we have set forth six points of effort:

1. MCU will develop resident and nonresident professional military education programs that enable successful performance of graduates in subsequent assignments of increasing responsibility.
2. MCU will develop and implement the necessary rationale and justification to obtain resources to sustain and enhance it as an institution of excellence for training and professional military education.

3. MCU will develop and implement professional military education policies and practices.
4. MCU will develop programs that foster faculty and professional staff development and enrichment.
5. MCU will build an organizational structure and develop related processes to ensure systematic continuous improvement.
6. MCU will increase the effective use of technology by students, faculty and administration.

*Our Institutional Purpose as described above is also published in the Standing Operating Procedures and Academic Regulations of our Colleges and Schools.*



## **Mission**

**Develop, execute and evaluate professional military education and training focusing on leadership and our core competencies through resident and distance education programs in order to prepare students to meet the challenges of present and future operational environments.**

## **Academic Freedom**

Academic freedom is essential to successful top-level education and is an institutional precept at the Marine Corps University. The University believes academic freedom for its faculty and students is fundamental and essential. Without academic freedom, the uninhibited search for insight and knowledge is not possible. The effective amalgam of academic freedom and individual responsibility that flows from that freedom is embodied in the following principal elements:

- Freedom to teach, conduct research, and publish research findings.
- Freedom to discuss in a classroom any material relevant to the subject matter as provided in the course objectives.
- Freedom to seek changes in academic and institutional policies.
- Responsibility to pursue excellence, intellectual honesty, and objectivity in teaching.
- Responsibility to encourage faculty, students, and colleagues to engage in free discussion and inquiry.
- Responsibility to encourage and nurture innovative critical thinking, discussion, and writing concerning national security issues and the enhancement of the standing and credibility of professional military education.

## **Faculty Participation and Jurisdiction in Academic Affairs**

Marine Corps University offers a unique blend of training and educational experiences for those who attend its schools and colleges. Central to the development, conduct, assessment, revision, and adaptation of the curricula of these schools and colleges within the University are its faculty. Carefully selected because of their operational expertise or academic excellence, these military and civilian professionals are the collective “center of gravity” of the University. Within each of the University’s schools and colleges, they are the hub of all power and movement, on which everything depends. The faculty “own” the curricula, and through a variety of processes within each

school or college, the faculty are the primary engine through which MCU retains its curriculum standards, quality and relevance.

### **Academic Chairs**

Dr. Ian F. W. Beckett was selected as the **Major General Matthew C. Horner Chair of Military Theory** for Academic Year 2002-2003. Dr. Beckett comes to the University from the United Kingdom. He is a former Professor of Modern History at the University of Luton, United Kingdom. He also serves as the Chairman of the Council of the Army Records Society. Professor Beckett has previously served as Visiting Professor of Strategy, US Naval War College, Newport, Rhode Island.

Mr. Roy Williams continues as the Marine Corps University **Guy P. and Vivien Wyser-Pratte Humanitarian Operations Chair** for Academic Year 2002-2003. He and his staff at the Office of U.S. Foreign Disaster Assistance, Bureau for Humanitarian Response (BHR/OFDA), of the U.S. Agency for International Development (USAID), have continued to provide the University their expertise on topics and issues related to humanitarian operations, non-governmental organizations and operations other than war.

Major General Donald R. Gardner, USMC (Ret.) continues as **The Robert A. Lutz Distinguished Chair of Military Studies** for academic year 2002-2003. General Gardner brings to the University over forty years of Marine Corps command and staff experience at a variety of levels. His academic interests are equally varied and he teaches an elective at the Command and Staff College, as well as lecturing at the University's schools throughout the academic year.

Dr. Thomas P. Coakley was selected as the **Command and Control Chair** for Academic Year 2002. Dr. Coakely comes to the University from Mount Aloysius College, Cresson, PA where he is the Chairperson for Division of Arts, Sciences, and Professional Studies. Dr. Coakley is the author of "Command and Control for War and Peace" and is a frequent lecturer at Command and Control Systems School. He was the editor for "C3I: Issues of Command and Control", a Senior Research Fellow at the National Defense University, and a professor at the USAF Academy. Dr. Coakely retired as a LtCol from the USAF. He will actively support seminars and lectures for the faculty and students of Command and Control Systems School.

The **Oppenheimer Chair** has not yet been contractually committed at time of printing, but will be filled in for Academic Year 2002-2003.

The University also hosts **The Distinguished Chair of Contemporary Military Affairs**, which provides the University with numerous academic experts in contemporary issues who augment the individual schools' curricula each year. These scholars are at the University throughout the year and are engaged in various educational settings.

### **Entrance Requirements and Procedures**

- Each college and school addresses its own particular requirements and procedures in their respective chapters of this catalog.
- Selection for resident attendance at any college or school of the University is governed by regulations of each branch of service, federal agency, or allied nation.
- For U.S. Marines, selection is done annually by evaluation of prospective students' official qualification records at the direction of the Commandant of the Marine Corps stipulated in ALMAR 034/99 for resident attendance at Command and Staff College, Amphibious Warfare School, and Command and Control Systems Course. Other services, agencies, and nations employ similar processes to select students for these schools. Marine Corps War College students are selected by a board convened to screen and select the most qualified eligible officers.
- Further information on requirements, procedures, and policy is available at: <http://www.mcu.usmc.mil/mcupolicy.htm>  
<http://www.mcu.usmc.mil/newmcu/mcu/newhome/checkin.htm>

### **Accreditation**

Marine Corps University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award Masters' Degrees.

## **Rules of Conduct**

- Marine Corps University follows the traditional American military prohibition against lying, stealing, and cheating. Plagiarism in any form is not tolerated and is grounds for dismissal from the University.
- U.S. Marines are governed by Marine Corps Orders and Directives, available for review at:

<http://www.usmc.mil/directiv.nsf/by+subject?OpenView&Count=3000>

- All American military students and staff are subject to the Uniform Code of Military Justice, available for review at:

<http://jaglink.jag.af.mil/ucmj.htm>

International students and students from federal agencies are required to maintain the same standards of conduct outlined in the Uniform Code of Military Justice. Infractions are grounds for dismissal from the University, in close cooperation with diplomatic and interagency offices.

- Infractions of these regulations are dealt with according to procedures established therein. Additional information regarding Marine Corps University policy is available at:

<http://www.mcu.usmc.mil/mcupolicy.htm>

## **University Headquarters**

Located in Breckinridge Hall on the main campus at Quantico, Virginia, the Headquarters serves as a general staff for the President, Marine Corps University. In this capacity, the headquarters coordinates the curricula and activities of all colleges and schools of the University, and represents the President to other adjacent and higher headquarters. The headquarters supports the President in creating conditions for the success of subordinate commanders and directors. In addition to overseeing curricular activities and standards, the University headquarters also effects coordination for a variety of special courses and events, monitors institutional effectiveness, and provides a variety of service and support

functions to the University at-large. Of note, the headquarters coordinates the semi-annual Commanders' Course, the traveling Law of War Course, the Commandant's reading program, and quarterly symposia on select topics. The headquarters exercises staff cognizance over matters of Professional Military Education throughout the Marine Corps.

## **MCU VISION STATEMENT**

To be the preeminent professional military educational organization, developing over the course of one's career, a competent leader who is skilled in the arts and sciences of war at all levels of the spectrum of conflict and capable of critical and creative thinking, sound judgment, and reasoned decision-making.

An organization of excellence consisting of,

- High-quality faculty, staff, and students all dedicated to continual, life-long learning – “Our Centers of Gravity for success.”
- Colleges, schools and academies with rigorous and relevant curricula synergistically connected to the education continuum.
- Exceptionally maintained and strategically planned facilities that both support and create an environment that facilitates learning and promotes a professional & pleasing work environment.
- A state-of-the-art research center capable of meeting all Marine Corps research and education needs both on and off campus.

This Vision Statement provides the basis for our University's Institutional Purpose and Strategic Plan.



# MCU Main Campus



1. Breckinridge Hall – University HQ and Command and Staff College
2. Dunlap Hall – Marine Corps War College
3. Battle Staff Training Facility
4. Ellis Hall – Expeditionary Demonstrator
5. Edson Hall – Command and Control Systems School
6. Alfred M. Gray Research Center
7. Research Center Parking Lot
8. College of Continuing Education
9. Staff Noncommissioned Officer Academy, Quantico
10. Potomac River
11. Obstacle Course
12. Training Command
13. Overflow Parking

# Organization

Chart above depicts our organizations.  
(703) 784 – 2105 for the Office of the President and Commanding General.

DSN phone prefix is 278-XXXX  
Internet for any individual is [lastnameinitials@tecom.usmc.mil](mailto:lastnameinitials@tecom.usmc.mil)  
For example: [smithab@tecom.usmc.mil](mailto:smithab@tecom.usmc.mil)

*Complete listing of our permanent faculty and staff with phone numbers is available at:*  
<http://www.mcu.usmc.mil/staff.htm>

Mailing address is:

Marine Corps University  
2076 South Street  
Quantico, Virginia 22134-5067

## History

The Marine Corps University was founded on 1 August 1989 by order of the Commandant of the Marine Corps, General Alfred M. Gray. Its schools claim a much longer history, starting with the School of Application founded in 1891. Today's University is the vision and legacy of Generals Butler, Lejeune, Breckinridge, and Gray.

Efforts of the Marine Corps to give its personnel formal military schooling, date back to 1891. In that year, the School of Application was established at the Marine Barracks, Washington D.C. The School of Application was moved to Annapolis, MD in 1903, Parris Island, SC in 1909, to Norfolk, VA in 1912 and Quantico, VA in 1919. The development of the Marine Corps schools as they exist today dates from the period immediately following World War I. During this time, the Corps was dealing with the distractions of demobilization, and reorganization incident to the reversion of the Corps to its peacetime status. The Marine Corps had begun to consider the establishment of a permanent and progressive system of professional military education for its officer personnel. An educational system, which envisioned nothing further than basic training for new second lieutenants, would no longer suffice.

World War I had demonstrated the need for education of Marines of all ranks. In the fall of 1919, a school was opened at Quantico. The first reporting class was made up of 29 company grade officers. It was from this beginning that the Marine Corps University as we know it today grew. There were valuable lessons to be gleaned from the experience of WWI. Adequate time must be allotted for the study of weapons and the proper tactical employment of those weapons. The study and innovative actions at Quantico in the 1920's and 1930's led to the dramatic amphibious successes of WWII.

This humble beginning is the start of a tradition of study and innovation that the present day Marine Corps University was founded to preserve. To win in war requires many things, from a sound doctrine and warfighting philosophy, to proper supplies and equipment, to correct warfighting skills and technique. But all of these facets of warfighting will come to nothing if we do not nurture combat leaders who have the education, wisdom and the understanding to take the tools and fashion a victory.

To fulfill this vision, MCU develops, implements, and monitors a professional military education program for all Marine leaders from corporal through general, regular and reserve. We coordinate the resident and non-resident activities of all colleges, schools and courses that educate our leaders. Above all, ***we develop leaders.***





**We develop leaders. Officers who would lead Marines in battle.**

**Education** - the development of a creative mind which has the ability to question . . . to reason . . . and to think under pressure; to successfully lead Marines in combat. Education broadens the mind. We encourage all officers -- Corporal through General -- to “cast their nets widely” in their self-development.

**Training** - which is usually performance based, and measured against known standards. Training builds habit and discipline.

**Experience** - Knowledge and confidence based on day-to-day events that occur throughout life. Experience builds judgment. We strive to create conditions that build experience. Based on their experience, our leaders are better able to discern patterns and apply sound judgment to become effective decision-makers.  
*Decision is the basis of action.*

**The chapters which follow, describe opportunities we offer for Marine leaders...**